

**SECRET**

DD/S 71-1033

24 MAR 1971

MEMORANDUM FOR: Executive Director-Comptroller

FILE

O + M

SUBJECT : Agency/Employee Communication

1. This is in response to your request and paragraph 11 offers some suggestions for your consideration.

2. Attached is a list of existing Support Directorate programs to encourage communications among Agency employees. We believe that Support is doing a creditable job of communicating with all its personnel; management is conscious of the team effort needed in successfully shaping ideas and solutions to problems without false standards of "need to know". As a means of expressing interest, desire and intent to communicate, senior officers are encouraged to meet and talk with employees in the employee's work space.

3. From his position which permits him to observe how communications problems surface in all our training courses, Hugh Cunningham observes that, "The Office of Training's perception of disquiet among young professionals in the Agency indicates that the Support Directorate is less subject to this phenomenon than other areas of the Agency. We do not have empirical data in hand to demonstrate such a conclusion, but we can safely argue that, whatever the degree of unrest present among the young professionals of the eight Support components, it has not surfaced in individual actions or proposals for action as it has on the part of young professionals elsewhere in the Agency."

4. Webster's New International Dictionary suggests several rather lengthy definitions of communication. The one which I prefer is "to make common to both parties . . . involved, knowledge or quality conveyed." It follows then as suggested by [ ] that successful communication depends in the first place on attitude and desire to establish mutual understanding. If either the communicator or the person being communicated with lacks the desire for mutual understanding, communications cannot be successful.

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5. Dr. Tietjen believes that the desire of employees to participate — to get a piece of the action — is an important aspect of communications in which elements of authority, responsibility, and power each play a role. While this form of communication may involve some risks, perhaps its greatest impediment is the conviction held by some senior officials that, because their own responsibilities were earned through hard work and experience, the idea of any entitlement for today's youth is a foreign one. Jack Blake observes "communications is . . . not a monologue . . . there are times when individuals . . . endeavoring to establish a dialogue, commence to hear things they might prefer not . . . dialogue then becomes a monologue and communications cease . . . ."

6. There is evidence that other groups, as distinct from youth, are also interested in improving communications. There is even the notion that some youthful officers may be better informed than more senior officers as a result of training efforts and seminars. Perhaps the senior officers' course and suggestions for senior meetings reflect such views. And certainly those attending the Midcareer Course find the interchange with officials one of the more rewarding aspects of their experience. Again, from Blake, "there may well be danger in trying to identify specific groups with whom to communicate . . . risk of losing communication with those not . . . in that specific group."

7. Concerning the need to improve communications within the Agency as a whole, we agree with Harry Fisher's conclusion that "basic communications will not be greatly improved within the Agency by the establishment of artificial gimmicks; the creation of special boards and panels, task forces, various kinds of news letters, etc. These can often help and certainly the inclusion of young people in the deliberations of many of our formal committees and boards is a good thing; but the real problem in communicating, it seems to me, rests with the posture of leadership from the top on down to the closest supervisor."

8. It seems to be a matter of skill or the lack of it in interpersonal relations that obstructs so much of what we are trying to say to our people. This is especially vital at the lower echelons. Often enough, first-line supervisors are there because of their technical abilities; many are completely inept in terms of relating on a human plane to their subordinates. This would certainly be an educative process, but perhaps Agency management has not placed enough emphasis or enough pressure on the middle echelons to make this factor in leadership of vital importance there. If people can be talked with on a regular

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basis by their immediate bosses as individuals, if the why as well as the what and how is explained to them as patiently and thoughtfully as a firm and understanding supervisor can do this, if they are kept busy, if they are told how their jobs fit into the overall scheme of things, and if the supervisor is as willing to listen as he is to talk, then perhaps the subject of communications as such will not be a problem at all.

9. I am convinced that we have not concentrated enough on supervisory responsibility for communications nor have we brought enough pressure to bear from the top on down to make all segments of the Agency's leadership constantly and painfully aware of this need.

10. An additional channel of communication deserves attention. When the customary methods of communication are ineffective or too cumbersome it is vital that employees be provided an alternate channel for expressing their concerns at a relatively high organizational level outside the normal chain of command. The desirable circumstance is that there be an individual of whom it is said, "You can talk to him -- he'll level with you." Such should be encouraged -- by whatever means it has come about.

11. To accomplish the desired results we suggest the following:

a. Greater emphasis on the proper and continuing use of interpersonal communication between individuals as an indispensable element of good personnel management. This can be accomplished in part through wider participation in formal training courses (supervision, management, managerial grid, etc.) but it is essential that each successive level of management, by its own behavior, encourage open and creative exchanges between employees.

b. Sharpened awareness on the part of all of us in senior positions that our actions may be communicating a message quite at variance with our words.

c. Providing employees who are critical of Agency policies or practices with an opportunity to study the matter in question thoroughly and contribute constructive recommendations with the assurance that such recommendations will receive full and adequate consideration.

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12. As a consequence of the review we made with all of the Support Offices in preparing these comments, we have decided that our greatest emphasis will be on attitude. With perhaps some minor refinements or occasional innovations, we believe that in mechanisms we have a full program of communication within the Directorate. To the extent that we are falling short, it is in intent supported by candid and sensitive action. I intend to share this memorandum with all of the senior officers of the Directorate.

(Signed) John W. Coffey

John W. Coffey  
Deputy Director  
for Support

Att

ADD/S:RSW/ms (24 Mar 71)

Distribution:

Orig - Adse, w/O of Att

1 - ER, w/cy of Att

1 - DD/S Chrono

1 - DD/S Subject, w/cy of Att

1 - RSW Chrono, w/cy of Att

1 - Ea to: D/CO, D/F, D/L, DMS, D/Pers, D/S, DTR w/cy of ea response fr  
Support Directorate Office Heads

Att to DD/S 71-1033

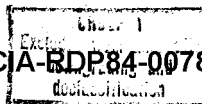
Communications Within The Support Services

Group Communications

Daily noon meetings, O-DD/S  
Weekly DD/S Staff meetings  
Annual briefings of DD/S and Staff by every Staff and Division  
Chief of the Directorate  
Weekly Staff meetings within individual offices and branches of  
Support components  
Weekly Clandestine Service Support Officers' meetings  
Bimonthly Support Officers' meetings (non-CS components)  
Weekly meetings of DD/S, ADD/S, SSA-DD/S and CMO with  
six to eight members of "S" Career Service to discuss  
general career management topics  
Annual or bi-annual Career Conferences of two to three days  
attended by all available personnel of individual Support Offices  
Security briefings related to EOD, reindoctrination, special  
clearances and employee activities  
Support participation in MAG  
Support Problem Solving Seminars  
DD/S presentations at training courses  
News film programs  
Security Management Advisory Group  
OTR follow-up interviews with groups of former Career Trainees  
Formal training courses which are communications oriented such  
as Trends and Highlights, Supervision, Management, Managerial  
Grid, Midcareer, Intelligence and World Affairs, COS Seminar  
and proposed Senior Seminar  
Personnel Career Service "Thirty Turks"

Written Communications

Regulations, Notices and Bulletins at the Agency, Directorate and  
Office levels  
Support Bulletin published quarterly  
Field and Headquarters Reassignment Questionnaires  
Fitness Reports  
Minutes of Staff meetings, Support Officers' meetings and correspondence  
chronos are circulated to a significant degree



Individual Communications

CMO conferences with individual employees at least annually  
DD/S informal discussions with departing and returning Chiefs of Station  
DD/S informal discussions with departing and returning Chiefs of Support  
Executive Inventory conferences between DD/S and individual Office Heads  
Discussion of IG and Audit Reports with individual Office Heads  
Pre-retirement counseling  
Congratulatory or condolence letters from DD/S to individual employees  
or their families

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JACK BAKER OBSERVES

" COMMUNICATIONS ... IS NOT A  
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add 11 b.

SHARPENED AWARENESS ON THE  
PART OF ALL <sup>OF US</sup> IN SENIOR POSITIONS  
~~PARTICULARLY~~, THAT OUR ACTIONS  
MAY BE COMMUNICATING A  
MESSAGE QUITE AT VARIANCE  
WITH OUR WORDS.

12. AS A CONSEQUENCE OF  
THE REVIEW WE MADE WITH ALL  
OF THE SUPPORT OFFICES IN PREPARING  
THESE COMMENTS WE HAVE DECIDED  
THAT OUR GREATEST EMPHASIS  
WILL BE ON ATTITUDE. WITH  
PERHAPS SOME MINOR REFINEMENTS  
OR OCCASIONAL INNOVATIONS  
WE BELIEVE THAT IN MECHANISMS  
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I INTEND TO SHARE THIS  
MEMORANDUM WITH ALL OF THE  
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DRAFT  
23 March 1971

MEMORANDUM FOR: Executive Director-Comptroller  
SUBJECT : Agency/Employee Communication

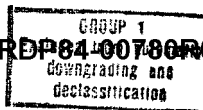
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1. ~~Paragraph 3 contains~~  suggestions for your consideration.

2. Attached is a list of existing Support Directorate programs to encourage communications among Agency employees. We believe that Support is doing a creditable job of communicating with all its personnel; management is conscious of the team effort needed in successfully shaping ideas and solutions to problems without false standards of "need to know." As a means of expressing interest, desire and intent to communicate, senior officers are encouraged to meet and talk with employees in the employee's work space.

3. From his ~~advantageous~~ position which permits him to observe how communications problems surface in all our training courses, Hugh Cunningham observes that, "The Office of Training's perception of disquiet among young professionals in the Agency indicates that the Support Directorate is less subject to this phenomenon than other areas of the Agency. We do not have empirical data in hand to demonstrate such a conclusion, but we can safely argue that, whatever the degree of unrest present among the young professionals of the

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4. Webster's New International Dictionary suggests several rather lengthy definitions of communication. The one which I prefer is "to make common to both parties ~~the~~ involved, knowledge or quality conveyed." It follows then as suggested by  that successful communication depends in the first place on attitude and desire to establish mutual understanding. If either the communicator or the person being communicated with lacks the desire for mutual understanding, communications cannot be successful.

5. Dr. Tietjen believes that the desire of employees to participate--to get a piece of the action--is an important aspect of communications in which elements of authority, responsibility, and power each play a role ~~in the interchange~~. While this form of communication may involve some risks, perhaps its greatest impediment is the conviction held by some senior officials that, because their own responsibilities were earned through hard work and experience, the idea of any entitlement for today's youth is a foreign one.

6. There is ~~also some~~ evidence that other groups, as distinct from youth, are also interested in improving communications. There is even the notion that some youthful officers may be better informed than more senior officers as a result of training efforts and seminars. Perhaps the senior officers course and suggestions for senior meetings reflect such views. And certainly those attending the Midcareer Course find the interchange with officials one of the more rewarding aspects of their experience.

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7. Concerning the need to improve communications within the Agency as a whole, we agree with Harry Fisher's conclusion that, "basic communications will not be greatly improved within the Agency by the establishment of artificial gimmicks: the creation of special boards and panels, task forces, various kinds of news letters, etc. These can often help and certainly the inclusion of young people in the deliberations of many of our formal committees and boards is a good thing; but the real problem in communicating, it seems to me, rests with the posture of leadership from the top on down to the closest supervisor."

8. It seems to be a matter of skill or the lack of it in interpersonal relations that obstructs so much of what we are trying to say to our people. This is especially vital at the lower echelons. Often enough, first-line supervisors are there because of their technical abilities; many are completely inept in terms of relating on a human plane to their subordinates. This would certainly be an educative process, but perhaps Agency management has not placed enough emphasis or enough pressure on the middle echelons to make this factor in leadership of vital importance there. If people can be talked <sup>WITH</sup> ~~to~~ on a regular basis by their immediate bosses as individuals, if the why as well as the what and how is explained to them as patiently and thoughtfully as a firm and understanding supervisor can do this, if they are kept busy, if they are told how their jobs fit into the overall scheme of things, and if the supervisor is as willing to listen as he is to talk, then perhaps the subject of communications as such <sup>will</sup> ~~would~~ not be a problem at all.

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9. I am convinced that we have not concentrated enough on supervisory responsibility for communications nor have we brought enough pressure to bear from the top on down to make all segments of the Agency's leadership constantly and painfully aware of this need.

10. <sup>AN</sup> ~~One~~ additional channel of communication deserves attention. When the customary methods of communication are ineffective or too cumbersome it is vital that employees be provided an alternate channel for expressing their concerns at a relatively high organizational level outside the normal chain of command. ~~We consider that this type of mechanism now exists through the Inspector General's Office. Employees should be encouraged to regard the Inspector General's Office not merely as a grievance mechanism but as a channel, in appropriate circumstances, for the stimulation of open and creative thinking within the Agency.~~

11. To accomplish the desired results we suggest the following:

a. Greater emphasis on the proper and continuing use of interpersonal communication between individuals as an indispensable element of good personnel management. This can be accomplished in part through wider participation <sup>IN</sup> ~~and~~ formal training courses (supervision, management, managerial grid, etc.) but it is essential that each successive level of <sup>BY ITS OWN BEHAVIOR</sup> ~~management bring great pressure to bear on its own subordinates to~~ encourage open and creative exchanges between employees.

b. Periodic reminders to all employees of the availability of the Inspector General's Office as a receptive and responsive channel for airing their concerns about the Agency.

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c. Providing employees who are critical of Agency policies or practices with an opportunity to study the matter in question thoroughly and contribute constructive recommendations with the assurance that such recommendations will receive full and adequate consideration.

John W. Coffey  
Deputy Director  
for Support

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Communications Within The Support Services

Group Communications

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Weekly DD/S Staff meetings *AND BY EVERY*  
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Weekly Staff meetings within individual offices and branches of  
Support components  
Weekly Clandestine Service Support Officers meetings  
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as, Trends and Highlights, Supervision, Management, Managerial  
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and proposed Senior Seminar  
*PERSONAL CAREER SERVICE* *THIRTY YEARS* *"THIRTY YEARS"*

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22 March 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Agency/Employee Communication

1. Paragraph 8 contains suggestions for your consideration.
2. Attached is a list of existing Support Directorate programs to encourage communications among Agency employees.
3. We have viewed communication as including all activities which contribute to greater understanding within the Agency. For purposes of analysis we have divided communication into three categories:
  - a. Oral communication within groups;
  - b. Written communication at all levels; and
  - c. Oral communication between individuals on a one-to-one basis.
4. The present number of conferences, seminars, committees, staff meetings, briefings and training courses suggest that present programs provide adequate opportunities for oral communication within groups of employees both inside and outside the chain of command. Similarly, the quantity of reading material which crosses most employees' desks tends to indicate that current publications, both formal and informal, are generally effective in disseminating written information among employees.
5. Oral communication between individuals on a one-to-one basis, although perhaps the most meaningful and productive type of communication, is frequently

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the most neglected. Supervisors who have never met some of their subordinates and employees who feel the work assigned them offers no challenge are glaring examples of this neglect. Oral communication between individuals is the essence of good personnel management; it requires continuing attention because of the <sup>virtual</sup> ~~vital~~ impossibility of prescribing formal mechanisms or procedures for its successful accomplishment. We believe that more emphasis on the need for this type of communication is warranted.

6. When the customary methods of communication are ineffective or too cumbersome it is important that employees be provided an alternate channel for expressing their concerns at a relatively high organizational level outside the normal chain of command. We consider that this type of mechanism now exists through the Inspector General's Office. Employees should be encouraged to regard the Inspector General's Office not merely as a grievance mechanism but as a channel, in appropriate circumstances, for the stimulation of open and creative thinking within the Agency.

7. It is also important that employee criticisms be accepted by managers and directed toward constructive participation in management problems. Only by involving employees in Agency problem solving can we take full advantage of valid efforts that innovate improvement while at the same time tend to lessen the mere venting of "anti" sentiments through the assertion of problems within specifications.

8. To accomplish all of these objectives we suggest the following:

a. Greater emphasis on the proper and continuing use of oral

communication between individuals as an indispensable element of good

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personnel management. This emphasis can be accomplished through wider participation and formal training courses (supervision, management, managerial grid, etc.) and by each successive level of management stimulating its own subordinates to encourage open and creative exchanges between employees.

b. Periodic reminders to all employees of the availability of the Inspector General's Office as a receptive and responsive channel for airing their concerns about the Agency.

c. Providing employees who are critical of Agency policies or practices with an opportunity to thoroughly study the matter in question and contribute constructive recommendations with the assurance that such recommendations will receive full and adequate consideration.

John W. Coffey  
Deputy Director  
for Support

Att.

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